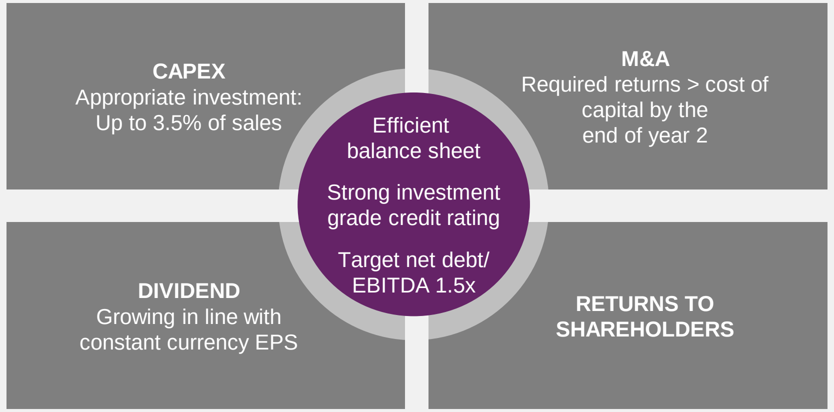
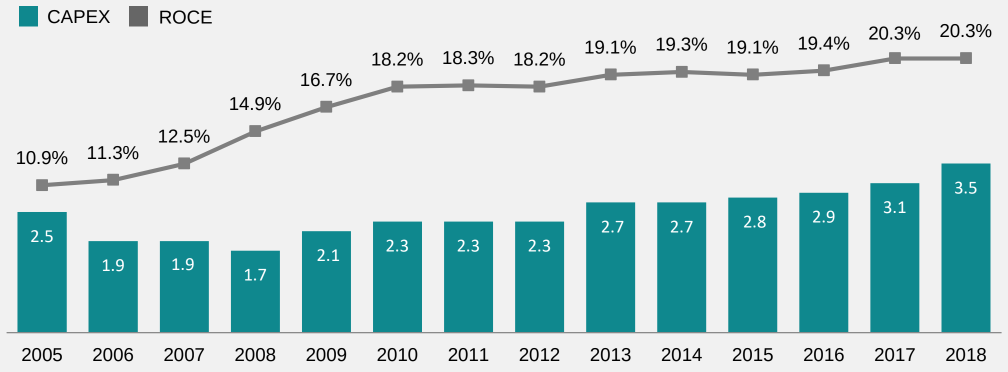
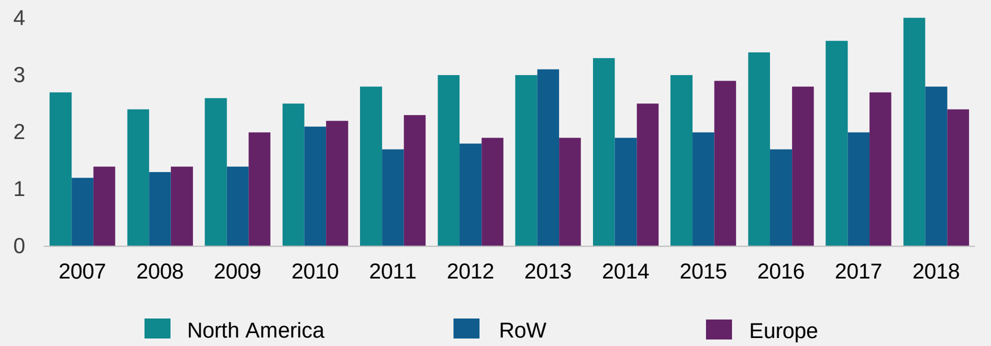
ONGOING PRIORITIES FOR USES OF CASH



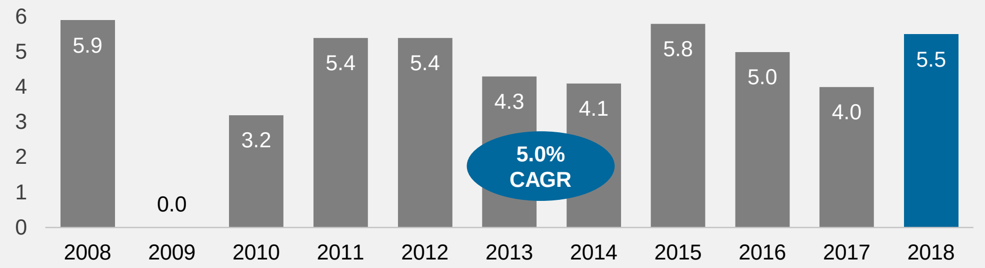
CAPEX (% OF REVENUE) & RETURN ON CAPITAL EMPLOYED



CAPEX BY REGION (% OF REGIONAL REVENUE)



GROUP ORGANIC REVENUE GROWTH (%)



Operating margin (%)

5.8	6.5	6.9	6.9	6.9	7.1	7.2	7.2	7.2	7.4	7.4

Note: Based on underlying performance at reported exchange rates, see definitions on pages 48 & 49 of the 2018 FY presentation

A DIVERSE PORTFOLIO OF B2B BRANDS IN NORTH AMERICA

SOME OF OUR CLIENTS AROUND THE WORLD

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Forward Looking Statements

Certain information included in this document is forward looking and involves risks, assumptions and uncertainties that could cause actual results to differ materially from those expressed or implied by forward looking statements. Forward looking statements cover all matters which are not historical facts. Forward looking statements are not guarantees of future performance. All forward looking statements in this document are based upon information known to the Company on the date of this document. Additionally, forward looking statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. Other than in accordance with its legal or regulatory obligations, the Company undertakes no obligation to publicly update or revise any forward looking statement, whether as a result of new information, future events or otherwise. Nothing in this document shall exclude any liability under applicable laws that cannot be excluded in accordance with such laws.

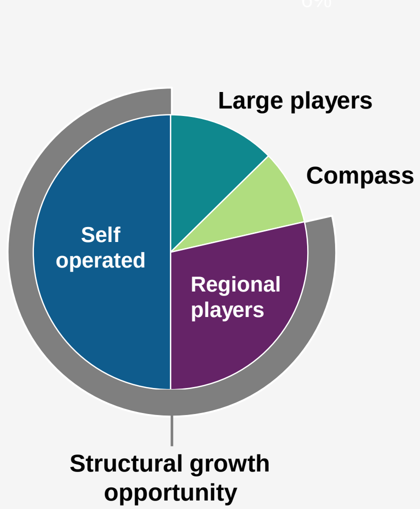
THE GLOBAL LEADER IN FOOD SERVICES

OUR FOCUS IS FOOD

We operate in around	We work in over	We employ around
50	**55k**	**600k**
countries	client locations	dedicated colleagues

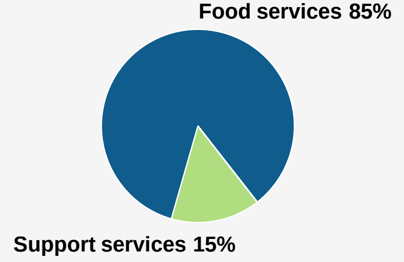
- Targeted approach to support services
- Well balanced geographic spread
- Fragmented and diverse customer base
- Operating on client premises

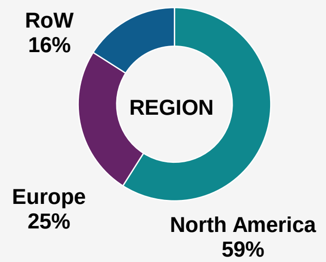
GLOBAL FOOD SERVICE MARKET
(c.£200BN)

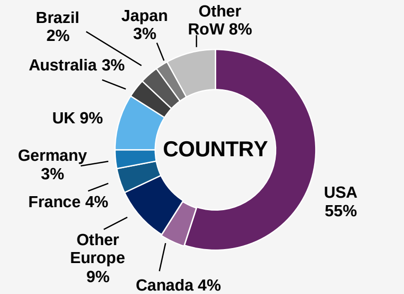


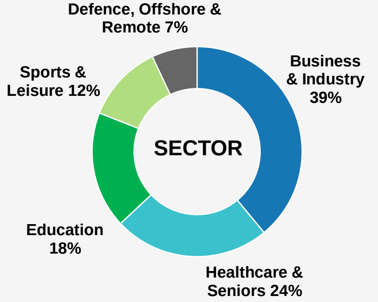
Note: Market data figures based on Compass Group management estimates

GROUP REVENUE



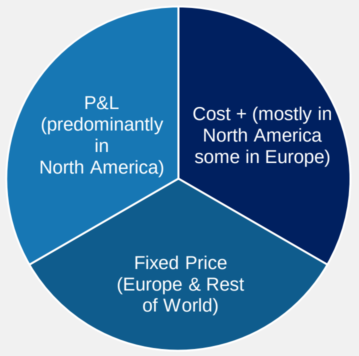






MARKET OPPORTUNITY BY REGION

REVENUE BY CONTRACT TYPE



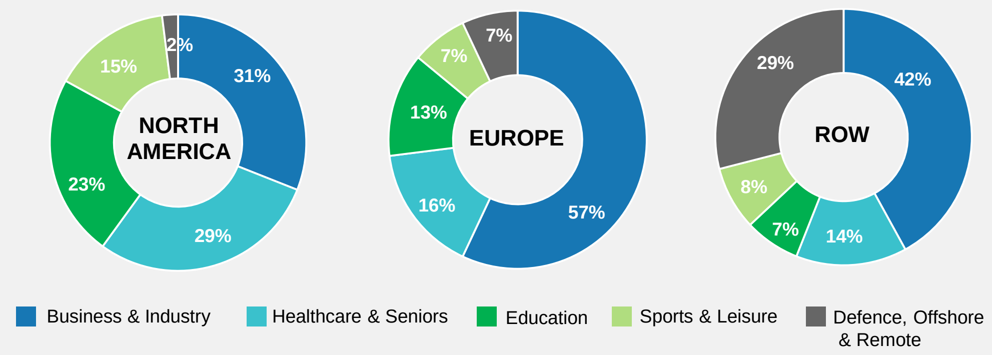
OUR COMPETITIVE ADVANTAGE

- Decentralised approach
- Sectorisation & sub-sectorisation
- Scale
- People & culture

A SIMPLE FRAMEWORK TO DRIVE PERFORMANCE ACROSS THE BUSINESS

map 1 CLIENT SALES AND MARKETING	Right sectors	Improve performance of existing client base	Right new clients, right terms
map 2 CONSUMER SALES AND MARKETING	Right propositions	Drive price	Drive volume
map 3 COST OF FOOD	Right quality	Efficient sourcing and logistics	In unit usage
map 4 UNIT COSTS	Efficient labour use	Efficient labour cost	Efficient unit overheads
map 5 ABOVE-UNIT COSTS	Right support & governance	Efficient management structure	Effective cost control

REGIONAL REVENUE BY SECTOR



GEOGRAPHIC FINANCIALS BY REGION

FY 2018	North America	Europe	RoW
Revenue (£m)	13,785	5,783	3,671
Organic growth (%)	7.8	2.1	2.9
Operating profit (£m)	1,120	395	276
Margin (%)	8.1	6.8	7.5
ROCE (%)	28.7	20.5*	27.9
FY 2017			
Revenue (£m)	13,322	5,598	3,932
Organic growth (%)	7.1	0.9	(1.2)
Operating profit (£m)	1,082	411	265
Margin (%)	8.1	7.3	6.7
ROCE (%)	29.5	22.1*	23.5

** Excluding goodwill from the Granada merger in 2000*

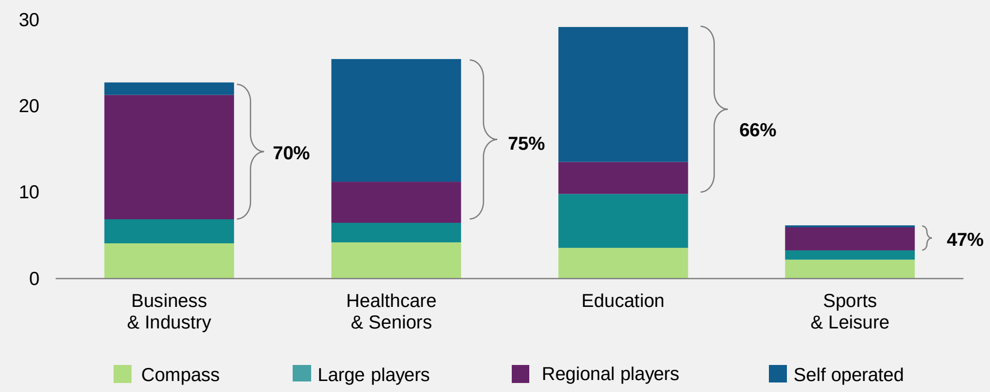
OPERATING CASH FLOW

£m	2018	2017	2016	2015	2014
Operating profit	1,741	1,705	1,445	1,296	1,245
Depreciation and amortisation	500	483	395	340	317
Net capital expenditure	(757)	(683)	(549)	(476)	(445)
Net cash flow	**1,484**	**1,505**	**1,291**	**1,160**	**1,117**
Net cash flow conversion	*85%*	*88%*	*89%*	*90%*	*90%*
Trade working capital	148	(62)	12	(17)	(14)
Provisions & other	(52)	(24)	(10)	(20)	11
Operating cash flow	**1,580**	**1,419**	**1,293**	**1,123**	**1,114**
Operating cash flow conversion	*91%*	*83%*	*89%*	*87%*	*89%*
Free cash flow	**1,141**	**974**	**908**	**722**	**737**
Free cash flow conversion	*66%*	*57%*	*63%*	*56%*	*59%*

Note: Based on underlying performance, see definitions on pages 48 & 49 of the 2018 FY presentation

NORTH AMERICA – SECTOR GROWTH OPPORTUNITY

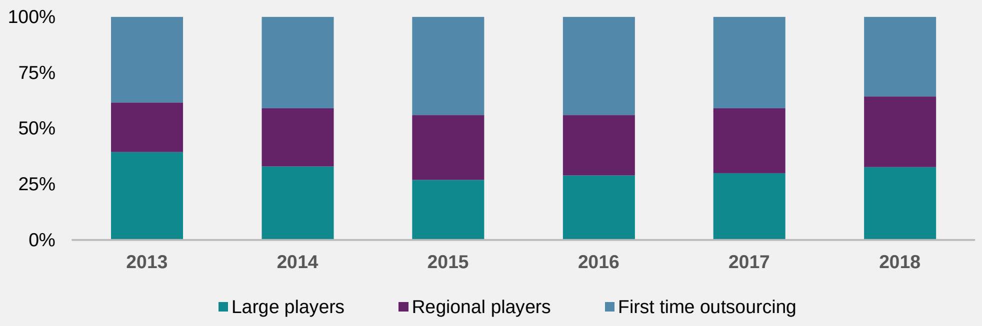
Market size (US $bn)



Note: Market data figures based on Compass Group management estimates

NORTH AMERICA – VARIED SOURCES OF GROWTH

New business wins by source



NORTH AMERICA – SUB-SECTORISATION CONTINUES TO DRIVE GROWTH

Organic revenue growth FY 2018